

<b>TRANSMITTAL SLIP</b>		DATE <b>1 JUL 1970</b>
TO: Deputy Director for Support		
ROOM NO. <b>7 D 18</b>	BUILDING <b>Headquarters</b>	
REMARKS:		
<div style="text-align: right; padding-right: 50px;">STAT</div>		
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="border: 1px solid black; width: 80px; height: 40px; margin-bottom: 5px;"></div> <div>Director of Personnel</div> </div>		
ROOM NO. <b>5 E 56</b>	BUILDING <b>Hqs.</b>	EXTENSION <div style="border: 1px solid black; width: 60px; height: 20px; margin-top: 5px;"></div>

FORM NO. 241  
1 FEB 55

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DD/S 76-3071

24 JUL 1970

**MEMORANDUM FOR: Executive Director-Comptroller****SUBJECT : Army Study of Junior Officer Retention**

1. Thanks for letting me see the attached report. We have gone over it carefully and I am impressed by the extent to which its findings parallel the results of our own studies. Its specific conclusions and recommendations are interesting but its value for us lies more in its definition of objectives, the approach taken, and its focus on the importance of duty assignments to motivation and retention. Though addressed to the problems and concern of the Army much of it applies equally well to us and it lends support to our conclusions about our own junior officer retention situation.

2. This study goes a step beyond our recent survey of employee attitudes in that it considers not only what young officers think of the Service and why, but also recommends actions to improve their motivation and retention. It assumes that duties are a critical factor in career decisions, but recognizes also that the spread of possible duty assignments is too great to permit a task-oriented analysis of junior officer jobs. It examines, therefore, the relationship between extrinsic factors (duties, pay, career management, benefits, etc.) and intrinsic factors (such as challenge, pride, satisfaction, feeling of independence); the relationships between these factors and junior officer retention; and the changes in extrinsic factors most likely to influence the intrinsic factors and thereby improve retention.

3. A few of the conclusions, however obvious they may seem, strike me as particularly relevant and are worth quoting.

"The junior officer is especially concerned with how effectively he is used and how his duty assignments match his education, training, and personal interests. It is through the job--the job content--that his intrinsic needs for satisfaction, challenge, achievement, and excitement are fulfilled. He is also concerned with how

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-2-

his career is managed, and he is sensitive to the remoteness of his career manager. He wants to feel that he 'belongs' to a branch and that branch management is interested in his career. He needs a method by which he is kept informed of affairs in his branch, and needs effective career counseling.

"Junior officers associate the desirability of duty assignments with career progress and promotion, but it is only through job content--the functions actually performed within the duty assignment--that their intrinsic needs for a feeling of achievement, challenge, responsibility, and authority are either satisfied or dissatisfied.

"Relationships with senior officers affect the degree of satisfaction or dissatisfaction with job content.

"Career management, to the average young officer, is remote, unreal, or rigid. Few officers have had personal contact with their career managers. They have no understanding of what career management involves, are unaware of opportunities, and do not know how to go about initiating action which they might consider.

"Career management cannot be separated from career counseling.

"It is clear that the Army does not motivate the highly educated officer, but it can educate the motivated. The opportunity for continued or advanced education is the single most important factor in career retention for Reserve officers having either a college degree or some college training."

4. We can find both precept and example in some of the areas identified for command action, particularly:

"That commanders make an increased effort to insure that the various elements and tasks which make up the junior officers' duties are positive contributors to job satisfaction, and the negative features and unnecessary irritants are eliminated.

H G.  
I am  
retiring  
the comments  
on basis  
HQ so they  
can know  
first hand  
that we  
need  
their  
help  
regarding  
seriously  
Neil

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-3-

"That major overseas commanders be encouraged to adopt the Junior Officer Council concept currently in use in the CONUS.

"That commanders be encouraged to establish and make better use of channels of communication with subordinates through such means as periodic interviews, officer calls, and junior officer councils.

"That commanders be imbued with the philosophy that counseling of junior officers is a continuing responsibility and not restricted to efficiency report time."

5. All in all, this is a solid, constructive report. It reinforces my belief that we here are thinking along the right directions, and for the Army it establishes a basis for actions which ought to get good results.

/s/ Robert S. Wattles

**Robert S. Wattles  
Director of Personnel**

Attachment

Distribution:

Original & 1 - Addressee  
2 - DD/S  
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DD/Pers/R&P

(22 July 1970)

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TO	NAME AND ADDRESS	DATE	INITIALS
1	Director of Personnel	5 JUN 1970	PCW
2	DD PERS RP	25 JUN 1970	
3			
4			
5			
6			
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
<b>Remarks:</b>  <p>As you can see, Bruce Clarke sent this to me. There may be something in it for us. Please review and advise.</p> <p>② B&amp;P - TAKE A LOOK -</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Executive Director-Comptroller 7D59			23 JUN 1970
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FORM NO. 1-67

237

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MEMORANDUM FOR: Colonel White

Executive Registry

70-33021

The attached Army pamphlet on junior officer retention was prepared by the Franklin Institute on contract. My father was a consultant to the project. He recently sent me this copy and, knowing of your concern with the retention of junior officers in the Agency, I thought you would like to see it.

BRUCE C. CLARKE, Jr.

10 June 1970  
(DATE)

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FORM NO. 101  
1 AUG 54

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